**Episode #46**

**Speaker 1** [00:00:01] Welcome to the Cabrera Lab Podcast.

**Speaker 2** [00:00:06] How are you?

**Speaker 1** [00:00:07] I'm good.

**Speaker 2** [00:00:08] Stupend and awesome? Stupendoffsome?

**Speaker 1** [00:00:11] cooking with gas.

**Speaker 2** [00:00:12] This is very exciting. We are in the, remember we did vision and mission, and now we get to do the C, which is capacity. So we're going to talk about not just capacity itself, but how it connects to mission, and then preview how it also connects to learning. So we gonna focus on the C part, and then a little bit on the tails on either end. That's right. All right, so capacity generally speaking.

**Speaker 1** [00:00:40] It's important to understand, I'll draw this a little bit, that it's important understand when you talk about VMCL that a great metaphor is a mountain, right? So if you imagine you might spend 10 years, 15 years preparing, learning to climb, right, and then you might spent a year, a year building the capacity, getting the logistics and all that stuff, all the gear and all That's all for now, I'll see you in the next one. so that you can make it to base camp, right? So you've got like a lifetime of learning, a year or more sometimes for these big expeditions of capacity building. And then you're gonna spend somewhere between a week to a month on the mountain. Yes. And that's the mission. You're going to spend something like 10 minutes to 15 minutes enjoying when you get to the vision, which is stand on the summit.

**Speaker 2** [00:01:42] interesting.

**Speaker 1** [00:01:42] All right, so a lifetime of learning, a year worth of capacity building, a month of climbing, that's the mission, and then 10 minutes soaking up the vision when you finally arrive there before you have to go down.

**Speaker 2** [00:01:59] But that's sort of counterintuitive, because people are so focused on this, it seems like it's the biggest thing.

**Speaker 1** [00:02:06] Well, that's really the important part is the thing we care about most, we're going to spend the least amount of time in the thing. The thing we, the things we care about most we spend the lease the time amount of timing. Right. So, so we care about the vision we care about doing the mission, but you won't get the chance to do mission. If you don't build the capacity, right. If you don't do the learning and, and learning obviously continues through the whole climb and all that. Just in terms of sheer amount of time and effort and resources, you know, it's kind of flip-flopped in terms importance. The things that are important to us are the things we spend the least time doing. And what that means is you better get it right. You don't want to get it wrong when you're there. You don' want to it wrong on the mountain. you want to build the capacity to be able to. Take one step, repeat, take one step repeat. That's the mission, the Mountaineers mission, right? Yeah. And that'll get you to your vision.

**Speaker 2** [00:03:10] Well, and you want to make sure you're taking the right step in the right direction over and over again.

**Speaker 1** [00:03:16] Yeah. So your ability to do the mission, and this is really important, mission is action, remember, doing. Yep. So, your ability to do the mission which will get you to seeing the vision which is standing at the summit. Your ability to the mission is based on your capacity to have that ability when the time comes. That capacity that when that mission moment, which is sacred, happens. where you're bumping up against your customer and you're able to increase the value of some proposition for them. you have the capacity to actually pull it off. And if you do that, you're gonna get more mission moments. If you don't do that you're going to get less. So when I think of capacity, sometimes I think the portmanteau of capacity ability or capability, right? Capability to do what? To do the mission. So it's not just any capacity, right. very targeted, focused capacity to do the things that you say you repeatedly have to be able to do to bring about the vision.

**Speaker 2** [00:04:33] I have, I think, a good concrete example. We actually talked about this in mission around mission moments. So you imagine the mission moment is I hand you a plate of food. That's the mission. You're the customer. My goal is to hand you an excellent plate of- Totally. Well, what you're saying is the capacity are all of the systems that happen behind the scenes that make that plate of hand that plate of food possible to you.

**Speaker 1** [00:04:58] Totally. Right. Yeah. And if you think about that, I mean, this is why restaurants are such a great model for business. Like, in science, we have mouse models and stuff, and they're like little modeler. You know, they're essentially, it's a real mouse, but it's model for how we do science and things like that. So restaurants are like models for business, because you can kind of see everything happening in that little space of a restaurant, right? and you think about that moment, say I come with the plate at the table and I put the plate on the table. And you notice everybody at the table is looking at the plate when that happens. Everybody's looking at the plate because that's a mission moment. And people are inspecting the plate. Does it look good? Does it look scrumptious? Does it look, you know, delicious? Does it smell good? Does it smells good? Is the guy dirty? Does he have like nasty stuff on his shirt? So then It's not just about the plate. It's about the whole environment, right? The table, the setting, the service, the cleanliness, the food, the smells, all of it, the ambiance. All of it happens in that moment. Well, all of those things, whether the guy's shirt is clean, whether the plate has been plated correctly, whether the meat is cooked to your liking, all of things are based on capacity. So they're all happening in this moment. They're manifesting in this mission moment. But they're are all predicated on capacities, capacital systems that are in place. There's a system in place, whether it be cultural, the guy's washing his shirt at home, or whether it'd be actually a system at work where you're turning in your shirt and you're getting clean ones or whatever. There's some system in places. to make sure that the shirt is clean. There's some system in place to make sure that when the person just returned from the restroom, that the restroom was clean. Because that's part of the experience, right? There's a system in places for all these things.

**Speaker 2** [00:07:10] Well, and also probably one of the more important ones, because I'm a big fan of Ramsay, is the quality of the ingredients that you bought. So that system of procurement or purchasing, like going down to the farmer's market to get the freshest vegetables or, you know.

**Speaker 1** [00:07:25] That's right.

**Speaker 2** [00:07:25] All of that.

**Speaker 1** [00:07:26] Yeah. And depending on what your mission is, if your mission is to serve, you know, farm to table food, well, you can't just call Cisco and have them deliver a truckload of supplies, right? Because that's not farm to cable, which means you've got to set up systems that are reliable. You've got to go out and talk to farmers that are local and say, you know, how many eggs can you get me guaranteed and and How many chickens and how many of this and how many of that? How am I going to get my vegetables? How is all that going to arrive here in the morning so that I can have it ready for dinner? So all of that is capacity. All the stuff that makes mission smooth and look effortless. The devil's kind of in the details of capacity. So vision is your North star. That's what you're attempting to do. The way you get there is through mission, but the way you have the ability to do mission is capacity.

**Speaker 2** [00:08:23] The vision is a seeing statement. The mission is the doing statement. What does that mean?

**Speaker 1** [00:08:27] We call that the C, do, be, re. So that's the BMCL. So it's a seeing statement, a doing statement, and a being statement. And that one might sound a little hokey. But if you think about the moment when a business owner, you know that moment in the morning when they flip the sign from closed to open? Yeah. What they're saying when they do that, or hopefully what they're say, Thanks for watching! when they flip that sign from closed to open, is they're saying, we are ready and open for business. Ready for what? Ready for mission moments, right? So what they're seeing is all our ducks are in a row and we're ready to have mission moments occur, right. So it is a state of readiness. It's a state being. Capacity is a state of being. When you arrive at the mountain, isn't the time to get in shape.

**Speaker 2** [00:09:28] We thought that was the hard one.

**Speaker 1** [00:09:29] Sometimes you want to get you want a ride at the mountain and you're ready. Yeah, you're in ready state So what gets you in the ready state is being right and that's that's the capacity That's why we say capacity is a state of being Mission is a State of doing Vision is a stage of seeing

**Speaker 2** [00:09:50] All right, so I want to do what we did before with the checks. So if you remember, we have checks for vision, checks for mission. We have some for capacity as well. I'll remind you, they're part of the book Flock Not Clock. I think, if I remember correctly, we're running a discount code for this book for 2025. I think it's 25% off. So if want the book.

**Speaker 1** [00:10:10] And the whole goal of Flock Not Clock is to be an adaptive leader that designs and builds and manages and leads an adaptive organization, an organization capable of change, constant change, constantly adapting to its environment at the organizational level. So adaptive leadership and adaptive organizations is kind of the big picture goal of VMCL.

**Speaker 2** [00:10:37] Yeah, and I think sometimes people think that VMCL is for building a new organization, but what we've talked about a little bit is, it's yes, it's great as a framing of an organization when you're starting a new organization, but it's also equally useful when you have an organization and something's not quite right, something's is not working, well, then you want to visit your vision, your mission. Are you ready? Is your capacity in order all of that?

**Speaker 1** [00:11:03] Yeah, from a technical perspective, VMCL are the design principles that are based on the universal functions of organizations. So those design principles could be in the same way like if you have a house and you want to renovate it, you're going to use design principles. If you have some land and you want to build a new house, you're going to used design principles, either way, whether you're renovating an existing organization or whether you are building a new entrepreneurial endeavor. Either way, you need design principles, and that's what the MCL gives you.

**Speaker 2** [00:11:35] Let's focus on the checks for capacity one at a time. And remember the checks are what we call like little litmus test to see if your capacity is sort of in order.

**Speaker 1** [00:11:46] Yeah, they're kind of the design principles, really. They're the things we use to check whether you have good design.

**Speaker 2** [00:11:52] So the first check, there are four checks for capacity. The first one is we build capacity in order to do our mission.

**Speaker 1** [00:11:59] Yeah, that's just a really important thing to remember, right, that I mean, you can go into an organization and it might have tremendous capacity to do all kinds of things. How much of it is directed laser focused at the mission, right? And as organizations grow, by definition, sort of bureaucratically, humans just build capacity, but are they building capacity? for the right things. And the right thing are the mission, the ability to do those repeated steps, those repeated things that you have to do to succeed and bring about the vision. So we don't wanna build any capacity, we wanna build capacity to do our mission. Yes. That's the key, right? That's what, because you can build, I mean, you could build the capacity to. knit scarves or whatever, right? And everybody could be knitting scarves. And if you're a scarf company, then that's great capacity to have. But if you are not, then you just have a lot of knitted scarves going on.

**Speaker 2** [00:13:04] Well, what's interesting to me, also, is when we work with groups of clients and different types of organizations, and you ask them this question, you know, is that system working on your mission? Is it connected to your mission. And there's this moment where this sort of head tilt dog and like, oh, is it? So then what happens is, if the answer is not a definitive yes, then the question is, a redundant system? Do you have systems, two or more systems are actually sort of doing the same thing? Is it just organizational bloat like a legacy system that you just never got rid of? And it's interesting because when people start to ask that question and then they get to the front end versus sort of the back end systems, right? So there are systems that most organizations have like talent development and financial systems. And sometimes, you know... They're connected to the mission, but they're connected sort of in a secondary way because they're keeping the organization.

**Speaker 1** [00:14:06] Yeah, so we call those first-order and second-order or primary and secondary systems. You will have system, your primary systems are the ones that support mission. You can sometimes in a larger organization need a few secondary systems that support the systems that support the mission, right? And so that's just capacity to have capacity to do the mission. It still has to line up though. And that's critically important. when we talk about. capacity, you can imagine all your people are in those systems. They're building those systems, they're part of those systems they're organizing those systems they're making them work, they're managing them, et cetera. If you're a person that's in some subsystem of a subsystem of a sub system, like way down in the organization, say it's a big organization and maybe it's secondary system, right? You're in finance or legal or HR or something like that. and you're doing a job. Well, you should be able to, we call it the red line test. You should be be able go from every job and every task that you have, even every task, and draw a line through the capacital systems and it might kind of go like that and see how it connects to mission. And if it doesn't, you really should question, why are we doing that? If you can't draw a red line, from that task or that job or that function to the mission and see the deep connection. Number one, as an organizational leader, you should question that. And number two, what's really important is that employee that's doing that task and doing that job needs that in order to have purpose. And that purpose leads to engagement, right? So if I know, hey, you know, I'm the guy that cleans the bathrooms in the restaurant. having a clean bathroom where there's towels and there's not like water everywhere and everything and it smells nice and all that kind of stuff. That is part of the mission moment. I'm part of the mission moments. Yeah. Because the customer is touching up against that bathroom and they want that to be clean. So I might think of oh well I'm just cleaning the bathroom. Well that's a really important job. We've all been to restaurants where you're like hey I really I like the food, I like to service. And then I went into the bathroom and it was like, holy moly, I hope the back of house doesn't look like that. Cause if they're not even taking care of the front of house bathroom, I wonder what the cooler looks like, right? And I'm eating food out of the cooler, right. So if you can't draw that red line, that's a problem.

**Speaker 2** [00:16:54] Yeah, I mean, I think about when you said legal, for example. So my experience as a person on the staff might be, oh, I'm just working on the minute language of contracts over and over again. But your job as the leader to say, executing these contracts correctly connects us directly to our ability to deliver this, to get to this. And so your job, as the leaders, is to make that connection for me.

**Speaker 1** [00:17:18] 100%.

**Speaker 2** [00:17:19] to remind me.

**Speaker 1** [00:17:20] That is so critically important because especially in in the highly sort of technical professionalized domains like HR and legal and finance, what you get is you get people that get lost in the domain. Right, I'm in finance, I am in legal, and they kind of forget that the purpose is not to lord over the domain of legal and make it so people can't do things. The purpose is using the law and using finance and using HR, if you have HR, to make it possible to do the mission. Right. We're not using legal to stop people from doing things and constantly get in the way of things. We're out using finance to limit all these things. We're using those things, utilizing them for mission. So if that legal department doesn't understand that their job is to follow and utilize the law to make mission possible, well, then they're not doing their job. And same with finance and same with like show us how to get mission better as a result of the way you do finance.

**Speaker 2** [00:18:36] Right, and communicating that line is incredibly important. So important.

**Speaker 1** [00:18:40] Otherwise, you end up with people that are in the business to protect legal or to protect finance. And they see it as their job as like protecting the policies and the procedures. And that's their job. No, that's not their job, their job is to utilize their expertise in the law or utilize their expertise and finance to manifest a better vision, better mission, and therefore a better vision.

**Speaker 2** [00:19:09] The next check is we build our capacity through a system of systems.

**Speaker 1** [00:19:14] Yeah, sauce, not boss. System of systems, S-O-S, a system of systems. Not a bunch of systems of boss, B-O S.

**Speaker 2** [00:19:27] Sauce not boss.

**Speaker 1** [00:19:28] So capacity is sauce, not boss. When we think of capacity, we're talking about systems. This episode is sponsored by Training Camp, the ultimate online spot for building the mental fitness that drives personal and professional change and success. At Training Camp you'll have access to the science and practice of thinking with personalized thinking assessments, tiered training, and best of all, practice. that improves skill. Go to CabreraLab.org to learn more. And now, back to the episode. Capacity is made up of systems. Systems are, system structure determines behavior. System structure determines action. You could think of it that way. So system structure, determines action, which means that all of the actions that we have to take in mission will be determined by the structures that we exist inside of. the capacital systems that we exist inside of. And so capacity itself is sort of embedded, the place where capacity lives is in systems. And we want it to be a system of systems, not a bunch of systems. If it's a bunch systems, what we're talking about is, this system's great, and this one's great and this ones great and this once great. And a lot of companies have that. They have great systems. What they don't do is connect the dots. they don't connect the systems into a system of systems. And that's really important. That's where silos occur and all kinds of other things occur. So we have to connect the dots in order to have a system of systems and that whole system of system targets. So it's a sauce that targets M. So you could think of it as like, here's your sauce. It's a system of systems that are all interconnected. this whole thing. completely targeting your mission.

**Speaker 2** [00:21:35] And so people might be wondering, well, that sounds great, but how do I do that? How do I connect systems that seem disconnected? You know, physical systems inside of a...

**Speaker 1** [00:21:47] That's a great question. It takes a little practice because that's where VMCL requires the L and the DSRP stuff. Because DSRP is about how do we understand systems or systems thinking. So systems thinking is all about understanding the system and mapping it. So when you learn DSRP, you're going to be able to map the system and... and show how that map hits on mission.

**Speaker 2** [00:22:20] So when we're working with people, let's say, let's use an example, people come in and say, you know, we're doing great, but we have this silo between three departments inside of our business. And it's really slowing down our work, we have ineffective communication, we're not hitting the results we want because we have all of these issues, you know where things are getting confused because there's not a necessary connection. One of the things we say is, well, just take the moment to ask the question, how are they related, and then concretize that relationship, right?

**Speaker 1** [00:22:54] Yeah. And this is where, again, connecting to DSRP, we have what's called the RDS move, the RBS barbell move. And that's a really important move. So imagine what silos effectively are is you have two land masses, right? And this land mass has a bunch of people that work in it. And here's your leader. And it's got all these people work there. And then this one has all people that work there and the leader and this is you know, river. And basically, what happens is a bigger leader comes along and says, Hey, you guys, you need to you need to work together. And so what do they do? They like, they they paddle out in their little canoe. So this guy's in his canoe, and this guy is in his canoe. And they meet. And they go, Hey we should really work together, yeah, let's really coordinate and blah, blah, and then they paddle back to their to their land masses. So they're still disconnected, right? And then as soon as they get back, as soon they get on shore, like 10 people come up to them and go, we're having this problem and that problem and all these other problems and they just get lost. Like the conversation they just had on the river, on the lake or whatever is gone because they've just gotten absorbed in all the problems of this big silo here, right. So the key, the solution to silos is RDS barbell. So you have to build a structure. that somebody has responsibility for. So we have to, in a sense, build a bridge, like a nice bridge that has structure. And someone, maybe both of these people, has money invested in the bridge. Not money over here. There's budget over here, there's budget over here right? There's FTE over here there's people over here there's F-T-E over here Yeah. Right? There's staplers, this side owns staplars. They have staplurs. Right? There's computers over here that are owned by the, there's computers over here, right? So there's stuff, there is FTE, there is money, there are budget, there're responsibility, right. There's even, you know, maybe goals over here and goals over here. Right. There's none of that here. So we need, we need to have goals, you know budget, maybe even FTE. It could be split FTE between these things. Right? And stapler. The bridge needs to own its own stapler And if you have that, then this bridge will exist and people will walk it. Back and forth. Back and fourth. Does that make sense?

**Speaker 2** [00:25:30] Yeah, and you'll get that interaction between the two silos that actually allows them to work.

**Speaker 1** [00:25:36] If nobody's responsible for this, if there's no allocation for this. If there's not manifestation of this mana from hand, like no tactile object-oriented thing here, then it will always just be a concept. Every time this upper guy asks, hey, we're in silos, we got to work together, they'll work together briefly for a moment. Yeah. And then... they'll go back to their regular lives. Why isn't it working? Yeah. Then it will go, why are we siloed? Well, we're silo-ed. By the way, when that organization started and it was entrepreneurial and everybody was sitting in the same room, you didn't have to have the connections because when this guy's on the phone, you're like, I know everything he's saying. I hear it, the conversations, everything's organic. Then as the organization gets bigger, you go, Wow. We got too many people in this room, right? Let's get another room. And so you're like, well, who should go to the other room? Let's take these guys and put them over in the other room, so that now we have less people in each room. Well, now these guys don't hear what these guys are saying.

**Speaker 3** [00:26:47] Mm-hmm.

**Speaker 1** [00:26:47] These guys don't talk to these guys as much. And so as we departmentalize, depart, we take things apart, what we do is we cut, we cut the relationships. All those dynamic organic relationships have been cut and we forget to rebuild them.

**Speaker 2** [00:27:06] Right, because at the time, this seems very functional.

**Speaker 1** [00:27:08] And it is, sometimes you need engineering over here and you need sales over here, perhaps, but that doesn't mean you don't need a bridge. You cut the relationship where the sales guy and the engineer guy, they used to go to lunch together and they used do everything together and they'd talk and they work on the same thing. As you got bigger, they got distant. Well, okay, we gotta build the structure, just like we build the organizational structure. of the department, we have to build the structure of the thing that connects departments. Yeah. Otherwise it'll never happen. Yeah. The solution to silos is actually very simple. It's RDS barbells.

**Speaker 2** [00:27:50] Yes, and it also, it is the beginning of what you're talking about, a system of systems, meaning a bunch of systems that start as sort of separate, you know, you have all these disconnected systems inside of an organization. What you want is you want those same systems, but with just connections between them. But all of those have to, all of these connected systems have to be pointing towards mission. Sauce, not boss. Sauce, non-boss. Okay, that's good. Okay, let's do the next check. We've mapped our capacity to understand and better design our systems.

**Speaker 1** [00:28:22] Yeah, this is just important that when you're dealing with something as complex as all the systems in your organization that make the organization work, people need to see a map, right? The vision is a nice short statement that they can remember. And that short statement has a bunch of meaning that they share in their hearts and minds. Same with the mission, right? And we can measure it and all that kind of stuff. But they're short statements that are memorable, right, and usable. When it comes to a capacity map, it's almost like the mall map. You know, I go to the mall. I try not to ever go to them all, but and malls are gonna, but, you know, like when I go the mall, I have to go see the map first because otherwise I will just be lost in the mall forever.

**Speaker 2** [00:29:06] Yeah, you need the you are here moment.

**Speaker 1** [00:29:08] Yeah, I need that you are here moment, right? Well, all of your employees need that, especially as the organization gets larger and larger. But even in small organizations where you have a lot of different systems, not all the employees are going to understand how everything kind of works together and where their piece fits in the system of systems. We want them to understand that at a big picture level. And so what we want to do is I know the check is very basic. It's like visualize it. You have to visualize the capacity map, the sauce, the system of systems. You have visualize it, so map it out in a visual way, which just means boxes and lines, and labels, and things like that. But map it out using DSRP type mapping.

**Speaker 2** [00:30:00] Or even post it notes on a whiteboard.

**Speaker 1** [00:30:02] Yeah, which is DSRP type mapping, right? But you could use Post-it notes, you could use a software program, you could use drawing on a whiteboard. It doesn't really matter how you map it out. Just map it

**Speaker 2** [00:30:14] Right, and I think it's important to contrast what we mean by a cat map is not like an org chart.

**Speaker 1** [00:30:20] No!

**Speaker 2** [00:30:21] We mean something that has to do with the functional systems of capacity and how they're connected to one another inside of your organization.

**Speaker 1** [00:30:29] Yeah, and in fact, one easy sort of pro tip or shortcut that we take is, once we've worked with a C-suite team to get their vision and their mission, let's say their mission has five parts to it, five things that have to be done repeatedly or three. We'll just start with those five things and put the word system after it. Because you know that if I have five functions that have to be in the mission, well, I'm going to need at least. For starters, five systems, one for each of those functions.

**Speaker 2** [00:31:04] Okay, so let's use an example we've talked about before with MyFitnessPal. MyFITNESSPAL is a great vision, living healthy is the new norm. Their mission had two big parts, which is facilitate and motivate healthy behaviors.

**Speaker 1** [00:31:18] Right, so they wanted to make it easy for people to log their calories, their exercise, facile to make easier, and to motivate people when it couldn't be made easier to motivate people to login with gamification or rewards or whatever, right? So their whole software platform kind of existed on Facilite Motivate.

**Speaker 2** [00:31:40] And so when you just said a minute ago, sometimes when we start talking about capacity after we've done a vision and a mission, what you're saying is we would start with what are the, what are the systems you need for.

**Speaker 1** [00:31:53] Yeah, you don't always, I'm not saying you always have to do it this way, but it's a quick pro tip that that's the way we do it, because it's just basic logic. If I need to do these two things over and over again, well, I need some kind of system. I don't care really what I call it, but let's just call it the facilitation system and the motivation system. Because if I have to that over and again in my software, and I need everybody to to help me do that. then I need some system that's gonna help us. Well, what does it mean? How do we do it? How will we know that we've done it? All that kind of stuff. So we'd start with two systems, facilitate and motivate. Now there might be other systems, but I'm just saying to get started with the CapMap, that's an easy way to do it. So in that case, you had a mission with two components. Other missions might have three components or five components, usually not more than that. But an easy way to do it is just take the number of components and write system after it. And then you've got these five systems. And then, you want that to be a system of systems.

**Speaker 2** [00:32:57] Right. And that's how you start.

**Speaker 1** [00:32:58] That's how you start the conversation, that's how you start to map.

**Speaker 2** [00:33:01] All right, we have one more check. This one is we use learning to expand our capacity. And remember, we started with there's capacity, but there's L on one side and M on the other.

**Speaker 1** [00:33:13] Yeah, so learning is kind of a unique thing because learning drives everything. Without learning, there's nothing. I mean, imagine, imagine going through the world and just like not being able to learn anything. You just wouldn't make very much progress, right?

**Speaker 2** [00:33:27] No. I actually was just trying to imagine that and it was very strange.

**Speaker 1** [00:33:30] Yeah, it's like you can't take feedback. You can't adjust your behavior. You're just like rando world. Learning is a capacital system. It's a massively capacital system, but it's so important and so functional, base functional, that it's separate from capacital systems, right? because learning is a whole system in and of itself that has to exist, and it's existing in every single part of the organization. So what we wanna do though, again, similar to how capacity drives mission and mission gets you vision, learning drives capacity, right? So what wanna do is we wanna learn, we wanna from doing the mission, we wanna to learn from building capacity, we want to learn from progress towards the vision. but we want to take that learning and bring it back to capacity. So if we draw that in a loop diagram, it looks something like this. So learning is always directed at capacity, and capacity is always directed at mission and mission done repeatedly brings about vision. When you're doing mission, that can lead to learning. When you are making progress towards vision, that can leave the learning. And when you're building or managing capacity, that can led to learning, so all these things can lead the learning, but the learning has to build the capacity to do the mission, right? So there's three arrows coming this way and only one going this way. It's critical, again, similarly to. we want to build capacity that gives us the ability to do mission. We want to do learning that gives us the opportunity to increase or improve capacity. Yeah. So you can imagine here, we could all be sitting around learning to play classical guitar, and if we were a classical guitar company, maybe that would be the right learning. But that's not really building the capacity to sell blue jeans or whatever. Thanks for watching! We want our learning to be focused on building the capacital systems, which are focused on the mission, which bring about the vision.

**Speaker 2** [00:35:46] There's a million things we can track as organizations, things we could measure and metrics we can collect. But I think maybe what you're implying or saying is the ones that matter are the ones that are increasing our capacity. Yes. Right, so we measure a lot of stuff. Sometimes we measure more than we need to measure. Thank you very much.

**Speaker 1** [00:36:04] We almost always measure more than we need to measure.

**Speaker 2** [00:36:06] You're saying laser focus on this connection between the L and the C.

**Speaker 1** [00:36:11] So we wanna laser focus on how do we improve our capacity.

**Speaker 2** [00:36:15] because of this line that goes all the way up.

**Speaker 1** [00:36:17] If learning is laser focused on capacity and capacity is laser focused on mission and mission is coupled with vision.

**Speaker 2** [00:36:25] Right, and I think now would be a good time to remind people there are the four pieces, but there are these critical relationships that require as much attention.

**Speaker 1** [00:36:35] Absolutely. These relationships are really important. So when you're doing mission, for example, if you have a mission moment, which mission moment is supreme, and you learn something in that mission moment. We want to get that learning into organizational learning. So this is individual learning. We're going to talk about learning in the next episode, but this is an individual learn something in a mission moment. We want to get that into organizational learning, meaning share the learning, and then we want to pass that into some capacital system, which is going to lead to this mistake or this problem or this whatever not occurring in the mission moment.

**Speaker 2** [00:37:21] Right, and the more we do that, the better we are likely to get to here.

**Speaker 1** [00:37:25] Well, yeah, because we'll get more of these and the more of these mission moments we get, dot, dot dot, yeah. Emergent property, vision, vision. You're standing on the summit. I mean, it really is. That's how it happens. It's like an emergent property. Like you go and go and like when you're climbing a mountain, you just go and, go and you just get in like the zone. And then pretty, pretty soon there's no more steps to take. Like, oh, and they're like, oh.

**Speaker 2** [00:37:53] It can't be that anti-climatic.

**Speaker 1** [00:37:54] It is. I mean, it's a great feeling, but you're like, oh, yep, this is it. There's no more steps. Everything's down.

**Speaker 2** [00:38:02] Well, down's as hard as up.

**Speaker 1** [00:38:03] Down's more dangerous than up. Yeah, more and more expeditions fail on the down than the up.

**Speaker 2** [00:38:09] All right, well, let's see. I think we've done it because next week.

**Speaker 1** [00:38:14] Next week, we're going to talk about organizational learning. Yes.

**Speaker 2** [00:38:17] That's a fun one, too.

**Speaker 1** [00:38:18] the engine that drives it all. So that's capacity. Who knew capacity could be so exciting?

**Speaker 2** [00:38:25] I think it's very exciting when you think about it.

**Speaker 1** [00:38:27] It's amazing. Capacity is kind of taking the big picture, the long view, and being like, how do we build systems that are going to scale that mission, that are going to make that mission scalable? How do we built these systems that are going make things easier and more effective and more efficient so that we can go longer and do more, that's what capacity, it is truly the crux. the crux of it all.

**Speaker 2** [00:38:59] The crux of it all. All right, well that was fun.

**Speaker 1** [00:39:01] I think that is a wrap.